

SECRET*mil. Est.***UNITED STATES INTELLIGENCE BOARD****OFFICE OF THE CHAIRMAN***10 Aug 70*

MEMORANDUM FOR: Dr. Ray S. Cline
Director of Intelligence and Research

SUBJECT : Coordination of Military Estimates

1. Late last year, as you know, I asked the principal users of the annual military estimates to tell me how these papers could be made more useful to them. The replies indicated a desire that the estimates contain a good deal more material than they previously have done. In particular, a fuller exploration of areas of uncertainty is wanted, and a more extensive setting forth of the facts, analysis, and argument supporting both the major conclusions and the major dissents. Dr. Kissinger wishes that in these military papers the dissents, together with supporting argument, be put in the text rather than in footnotes. We are also urged to present alternative interpretations and differing views even though such differences may not represent formal dissents.

2. We are experimenting with methods of meeting these requests. Each of the three principal estimates - NIE's 11-8, 11-3, and 11-4 - will differ somewhat from the others in format, as for instance in the division of material between text and annexes. It is clear, however, that all three will be much more voluminous than before, and a good deal more complicated. To incorporate dissents into the text, for example, may involve difficulties not wholly foreseeable.

(over for additional addresses)

DOCUMENT NO. 8
NO CHANGE IN CLASS. 1
☐ DECLASSIFIED
CLASS. CHANGED TO: TS S C
NEXT REVIEW DATE: _____
AUTH: HR 70-2
DATE: _____ REVIEWER: _____

SECRET

SECRET

3. To coordinate these estimates within any reasonable time we shall have to move more rapidly, page by page, than has been usual in the past. We shall also be dealing with problems of presentation unlike those previously encountered. Accordingly, I would ask you to designate one of your most senior colleagues to meet with the Board of Estimates on these papers. It seems essential that he be one who will feel able to pass quickly over minor matters in order to have time for major ones, and who can as far as possible speak authoritatively for you, especially in formulating any parts of the text where you may wish to express an alternative or dissenting view. Unless we can have agency representation at this level, I fear that coordination will not be accomplished without inordinate and harmful delay. In view of the length, complexity, and importance of these papers, I also hope that all USIB members will find it possible to keep personally informed of the text as it develops during coordination, so that we may not be faced with extreme difficulties at the last moment before the USIB meeting.

15 /
Richard Helms
Chairman

Identical memos to: Lt. Gen. Donald V. Bennett, Director DIA
 VAdm Noel Gayler, Director NSA
 Maj. Gen. Joseph A. McChristian, Army
 RAdm Frederick J. Harlfinger II, Navy
 Maj. Gen. Rockly Triantafellu, Air Force

BNE:AESmith:mks (10 Aug 70)

DISTRIBUTION:

Orig & 1 - Addressees

✓ 1 - Signee File

1 - DDCI

1 - USIB/S

1 - ER

4 - DNE for Dev. Files NIEs 11-3, 11-4, 11-8 & Memos To/From DCI

1 - Smt

1 - Mearns

1 - R. B. W.

1 - DD1

- 2 -

1 - DDS & T

SECRET